U.S. Army Materiel Command

NCO Strategy 2004

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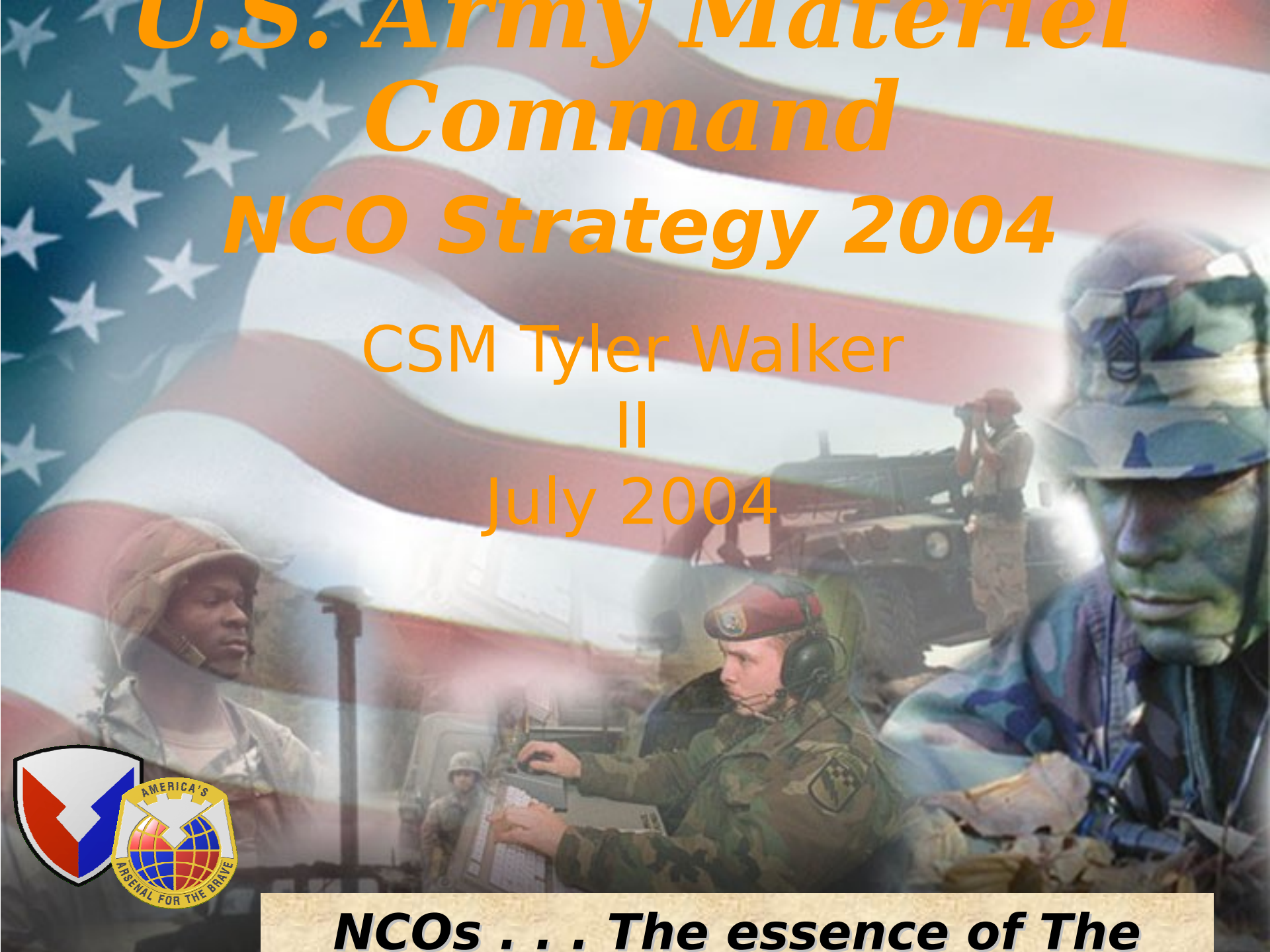
II

July 2004



NCOs . . . The essence of The

The AMC NCO Corps

Taking AMC to the Army, Focused on the Soldier.

NCOs ... The essence of The Army

AMC NCO Vision

WARRIORS ENABLING JOINT WARFIGHTERS

AS AMBASSADORS FOR AMC

IN TRANSFORMING THE ARMY

NOW AND INTO THE FUTURE

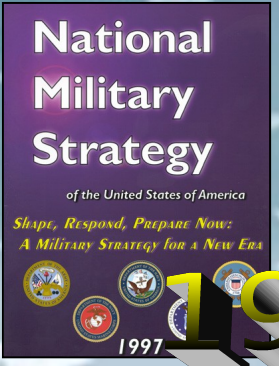
Serving a Nation at War

- ***Change*** **the way we change**
- ***Evolve*** **to a campaign quality Army**
- **Expeditionary Mindset**
  - ***Leverage*** **speed, operational reach, precision**
- **Joint Mindset**
  - ***Seek*** **Joint Interdependence**

Army Core Competencies

- **To Train and Equip Soldiers and Grow Leaders**
- **To Provide Relevant and Ready Landpower to the Combatant**

AMC



AMC Support to Joint Warfighters

Changing Framework

1990's		21st Century
Reactive	→	Anticipatory, Integrated, Responsive
Supply Based	→	Rapid Distribution Based
Army Centric	→	Joint / Coalition
Logistics Only	→	Collaborative, Interoperative
Planning Centric	→	Execution Centric
Industrial Operation	→	Joint & Theater Logistics Focused

Battlefield Success: Global, Seamless, Anticipatory, Agile

AMC NCO Mission

AMC Mission . . .

Provide superior technology, acquisition support and logistics to ensure dominant land force capability for Soldiers, the United States, and our Allies

Improve Readiness

Enabled b

AMC NCO Mission

Provide emphasis on Soldiers and a Joint / Combined expeditionary mindset within AMC's Mission

FCS

Current – Future Force

AMC Future : Collaboration, Shared Knowledge, Common Op Picture, Agility, & Adaptability

AMC Mission Essential Task List

- Sustain the Army
- Provide Superior Technology
- Provide Acquisition Support
- Protect the Force
- Develop Leaders
- Be Trained and Ready for War

Commander's Intent

- Output of all training must improve readiness.
- Training is continuous – an element of everything we do . . .
  - Find right balance of Army's three training pillars: training and education, operational assignments, and self-development
  - Instill more discipline in managing our training responsibilities

AMC

AMC NCO Challenges

- Maintain a “Soldier” and “Joint” Emphasis in AMC
- Too few Military in AMC – Need Soldiers in right jobs
- Improve Senior NCO Connectivity and Relevancy
- Education is important -- NCOs must take lead role
  - Get PMs & Cdrs to train up front on new equipment & technology
  - NCO Logistics Program, Conferences, Training Meetings
- Learn from the lessons of Iraq (All, PWs, wounded)
  - Deal with changing operational picture
- Improve Force Protection – Define Requirements & Funds
- Contractor Quality, Cost and Timeliness
  - Need NCO input, right people, right supervision, quality assurance
- Tell What We Do - AMC is engaged – AMC is a go to war unit

AMC NCO GOALS

- Soldiers and Family First
- Recruit, Train and Retain a Quality Force
- Lead Transformation
  - Support the Current and Future Force
- Teach, Coach, Mentor
  - Bring the Entire Force to “One Standard”
- Spread the Word

*THIS IS ABOUT LOVE OF **S**OLDIERS ---*

Goal: Soldiers and Family First

Objective A: Increase the awareness of and commitment to Soldiers in AMC.

Objective B: Increase emphasis on families, family quality of life, and Soldier-family well being.

Objective C: Get AMC senior NCOs more involved in the AMC decision making process and mission operations.

Objective D: Include Reserve Component Soldiers in AMC work.

Objective E: Provide local sponsorship of wounded Soldiers.

Objective F: Promote Safety and the "Be Safe" Program

Goal: Recruit, Train & Retain a Quality Force

AMC to meet Army recruiting and retention goals.

Objective B: Train the Force to meet the demands of the Future Soldier. Work the process <u>before</u> combat begins.

Objective C: Use expertise-lessons learned of OIF/OEF Soldiers.

Objective D: Pursue opportunities to get senior NCOs in key positions throughout AMC – have the right people in the right place.

Objective E: Ensure CSM/SGM review of NCOERs.

Objective F: Recruit separating Soldiers as LARS.

Goal: Lead Transformation - Support the Current and Future Force

Obje ier
syst
Knowledge On-line. Exploit knowledge building.

Objective B: Encourage actions that enhance effective force sustainment and increase support for the joint force.

Objective C: Be flexible and adaptive Soldiers in advancing the move to knowledge based, net centric logistics.

Objective D: Think Joint. Support Joint, Expeditionary Mindset.

Objective E: Improve Force Provider Sustainment

Goal: Teach, Coach, Mentor
- Bring the Entire Force to "One Standard"

Obj
busi
down. Support **training early for competence and knowledge.**

Objective B: Help grow confident, self-aware, decisive **Soldier and Civilian leaders. Stay focused.**

Objective C: Prepare and implement collaborative web **applications for AMC NCO matters.**

Objective D: Have some form of NCO Logistics Program for **Soldier training. Go back to the basics.**

Objective E: Promote higher standards of Force

Goal: Spread the Word

Objective A: Develop a plan for the entire AMC Force to better educate others that AMC is a go to war unit.

Emphasize that CSS Soldiers do know something, are doing well in Theater, and can help if consulted.

Objective B: Tell the AMC "Story" to Soldiers outside AMC.

Objective C: Pursue more assignments of Combat Support Soldiers to Joint Duty positions and their greater involvement with AMC and our mission.

Better Align Officers/NCOs

Success Requires NCOs

Be "Seated" with the Commander

Taking the Army To AMC

1st Marine Expeditionary Force

General Franks made his first foray into Iraq to see his troops. 'I love them,' he said. 'It's very uplifting'

Jan. 6 Newsweek — About halfway through operation Internal Look—the military's just-completed practice run for a real war in Iraq—Gen. Tommy Franks, the overall combatant commander, held a banquet for his senior officers. Some 50 flag-rank officers, generals and admirals gathered at Central Command headquarters in Qatar. Franks was supposed to preside at the head table with the other top brass, but instead he sat over at a small table in the corner, chatting with his top sergeant. An aide approached Franks and asked, a little uncertainly, "Don't you want to sit at the head table?" "Nope," said Franks. "I want to talk to the sergeant major." While the generals wined and dined, Franks went back to amiably jawing with a senior

THE WORLD HAS CHANGED

Summary

HUMANS ARE MORE IMPORTANT THAN HARDWARE

- AMC NCOs Understand Times are Changing.
  - The Army has New Destinations -- for real and NOW !
  - Get on Board – Think AMC on the Battlefield.
- Soldiers are a key part of the AMC Missio
- Invest in People. Knowledge Workforce.
- Leverage & Exploit Technology.
- Incorporate AMC into the Joint Fighting Force.
- Go Back to the Basics.
  - Stay Focused and Disciplined.

Nation at War

Joint Team

Be more flexible & more adaptable

The reality of continuous engagement

Assure Allies & Friends

Dissuade Future Military Competition

Contending with Uncertainty

Deter Threats and Coercion

Decisively Defeat Any Adversary

The Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team.

I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough,
trained and proficient in my warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

stand ready to deploy, engage, and destroy the enemies
of the United States of America in close combat.

am a guardian of freedom and the American way of life.

I am an American Soldier.

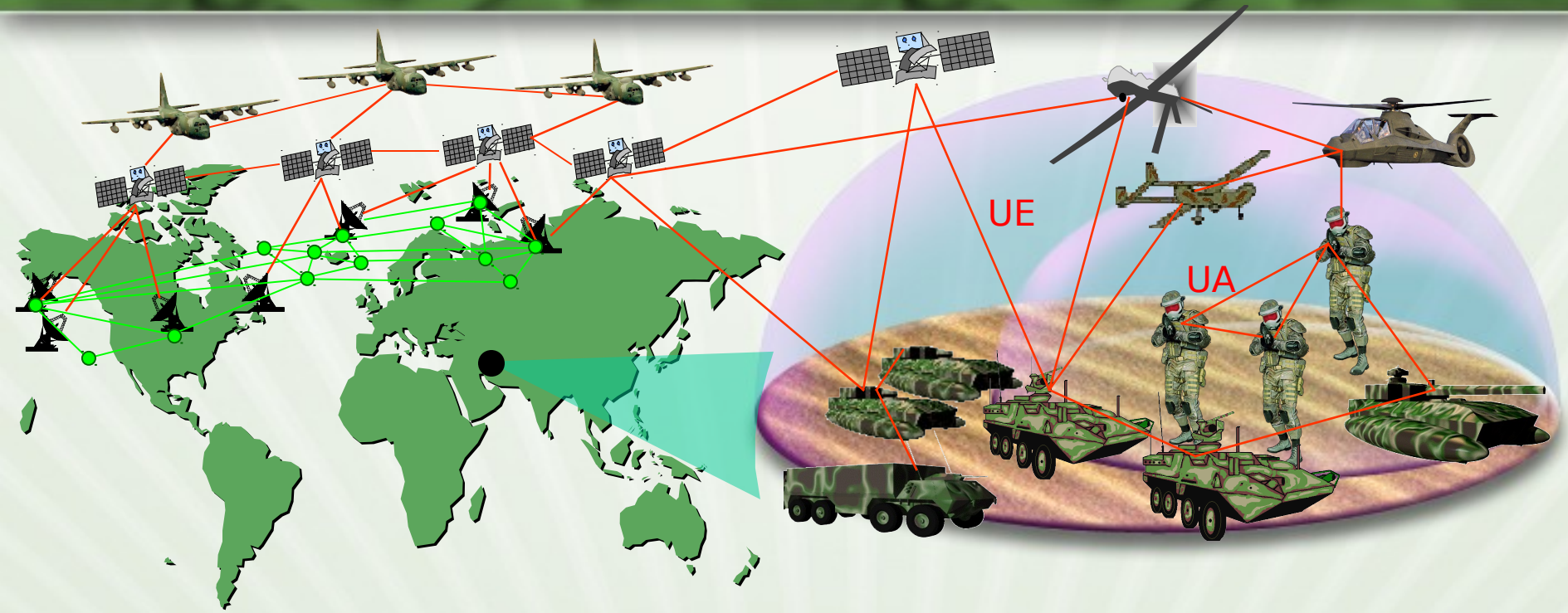
God Bless
America

U.S. Army Materiel Command

NCO Strategy 2004

Back-up

Soldier of the Future



- Warrior ethos – All are Part of War fighter Team
- Joint – Services work together at the same time, not sequentially
- Multi-Disciplined – Fewer individual MOS's – Fewer Areas of Expertise
- Multi-Functional – More Skills Required across the Spectrum
- Technology Based - Embedded Systems - Net-Centric, Knowledge-base
- Leadership – Leaders with broad-based Technical Expertise

AMC. . . a *CLEAR* Vision for the Future

Essential In Peace, Indispensable In War

Dedicated and innovative people:

Committed to continuously improving support to soldiers.

LEAding the development of new technology and sustainment processes to transform the Army.

Reshaping the workforce for the 21st century.

CG Challenges to CSM/SGM/NCOIC November 2003

- LOCAL SPONSORSHIP OF WOUNDED SOLDIERS
- RECRUITING SEPARATING SOLDIERS AS LARS
- SERVING AS AMBASSADORS OF AMC

- TAKE LESSONS LEARNED FROM PWs
  - **NOT TRAINED**
    - *Movement to Contact*
    - *Live Fire Exercises*

Goals: AMC Strategy 2004

- Goal 1:

  Support and sustain Warfighters to ensure operational effectiveness, expanded capability and readiness, today and tomorrow.

- Goal 2:

  Continuously transform systems, communications, and infrastructure to design solutions for interdependent operations and transition from the Current to the Future Force.

- Goal 3:

  Shape the workforce to meet current and future needs of the Joint, Interagency, and Multinational Team.

AMC NCO Challenges – Page 2

- Train as we f[illegible] at begins
- Decentralize Logistics Support -- It works better forward
  - Did not have the right people in the right place for Iraq
- Do things NOW not 8 to 10 years down the road
- Warfighters must better understand Logistics
  - CSS Soldiers do know something & can help if consulted
- Supply Economy – use and understand
  - discipline is a must –- at the top -- from Commander down
- Fix TPFDL – then follow it -- because we did not in Iraq
- NCOs take active role in Enlisted Records & Evaluations
- Train and Equip Soldiers and Grow Competent Leaders
- Improve Strategic Responsiveness –
  - Exploit knowledge building – Arrive ready to fight
  - Close gaps -> early entry and follow on forces
  - Improve continuous communications – home station -> deployment
- More focus on automation tools

Focus Areas -- Chief of Staff, Army

Soldier with a Capital "S"

- The Soldier
- The Bench
- The Network
- Modularity
- Joint Expeditionary Mindset
- Active/Reserve Component Balance
- CTCs and BCTP
- Un
- Actionable Intelligence

Forward Leaning

Modular

Joint Interdependent

Capabilities-Based Army

- Logistics

- Leader Development and Education
- Army Aviation
- Installations as Flagships
- Authorities, Responsibilities, Accountability
- Current to Future Force
- Resource Processes
- Strategic Communications

Logistics and the Joint Force

- Benefits of focused logistics for both operators and logisticians:

  - Operators will experience —
    - Faster deployments of mission-ready forces and essential support.
    - A smaller, properly sized CS and CSS footprint in the combat zone.
    - Reduced logistics costs without jeopardizing capabilities-readiness.

  - Logisticians, in turn, will gain —
    - A more responsive, agile logistics support structure.
    - Supported from distant bases.
    - More [illegible] timel[illegible]n.

Logistics Transformation

Future Logistics Enterprise

Logistics Concerns - The Iraq War

- Vulnerability of Supply Convoys & Major Support Assets
  - Key Supply Routes & Staging Areas near Ports
- Inability to Accurately and Timely Distribute Many Items
  - From Ports to Tactical Units
- Logistics Units had Inadequate Communications
- Could not Track Items Once Removed from Shipping Containers
- Spare Parts often Slow in Coming
- Existing Logistics Systems Not Suited to Networked Fast Pace Ops
- Critical Supplies “Lost” in System – Dumped at Distribution Point
- Short of Replacement Tracks for M2 Bradley Fighting Vehicle
- Lack of Synchronization between US & UK Logistics Planning
- Some Miscommunication by Frontline units on Amount of Ammunition

Army Sustainment Transformation

Transform the Army logistics system to sustain the force and fully meet readiness and deployability requirements.

- Reduce the Logistics Footprint
- Enhance Logistics Strategic Readiness
- Reconstitute Army Prepositioned Stocks
- Improve Ammunition/Missile Managemer

AMC now operates at the strategic, operational & tactical levels

Delivering Readiness to The Army :

- Connect Our Logisticians
- Modernize Theater Distribution
- Modernize Force Reception
- Integrating the Supply Chain

Dimensions of the Army: DOTMLPF – Doctrine, Organization, Training, Materiel, Leadership & Education, People Facilities